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ABSTRACT

The Mobility Assistance Program (MAP) was established to assist U.S. Department of Education employees affected by the reduction in force (RIF). MAP's mission was to provide career transition and outplacement job search assistance to RIF-affected employees. It provided these services: job search, personnel support, training, and professional individual and group counseling. Based on the definition of the MAP mission goals and objectives, the MAP evaluation design consisted of these components: assessment of program implementation, program delivery, and program impact and cost/benefit comparisons. The methodology consisted of review of MAP records and materials, administration of surveys, and MAP staff interviews. Collected data and information strongly suggested that MAP achieved the goals and objectives related to its mission. Program activity was implemented generally as planned with significant employee participation. Program services were effectively delivered and had positive impacts on the career transition and outplacement job search process for RIF-affected employees. A possible pattern of benefits exceeding costs for the MAP implementation was suggested. An overriding theme of recommendations was a need for the ongoing provision of career planning and job placement assistance. (YLB)

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THE MOBILITY ASSISTANCE PROGRAM

A COMPREHENSIVE EVALUATION REPORT

Developed For:
Office of Management
U.S. Department of Education
Washington, D.C.

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Under Contract OPM-4-83 with
U.S. Office of Personnel Management
Office of Training
Instructional Systems and Technology Branch

Fall 1983

A SUMMARY

A Comprehensive Evaluation Report
For
The Mobility Assistance Program
U.S. Department of Education

Background

As a result of shifting responsibility in overall work, and because of requirements for work load justification for full-time equivalency allocations, the Department of Education conducted a reduction in force (RIF). This action necessitated the establishment of the Mobility Assistance Program (MAP) to assist employees affected by the RIF.

Mission

The mission of the MAP was to provide career transition and outplacement job search assistance to RIF-affected employees. MAP was designed to help affected employees:

- Prepare for the job search;
- Identify job options;
- Decide upon job options; and
- Act on decided-upon job options.

Strategy

To assist RIF-affected employees, the MAP provided the following services:

- Job search,
- Personnel support,
- Training, and
- Professional individual and group counseling.

A SUMMARY
(Continued)

Evaluation Design

The MAP evaluation design was based on the definition of the MAP mission goals and objectives. The components of the design consisted of:

- Assessment of program implementation,
- Assessment of program delivery,
- Assessment of program impact, and
- Program cost/benefit comparisons.

The methodology consisted of the review of the MAP records and materials, the administration of surveys, and MAP staff interviews.

Results

The data and information collected strongly suggested that the MAP achieved the goals and objectives related to its mission. The following were the findings in relation to the components of the evaluation design:

- MAP program activity was implemented generally as planned with significant employee participation.
- MAP program services were effectively delivered, based on participant reports and evaluation instrument data and information.
- MAP program services positively impacted the career transition and outplacement job search process for RIF-affected employees.
- There was a suggested possible pattern of benefits exceeding costs for the MAP implementation, although the difficulties of such an analysis did not warrant any definite conclusions.

A SUMMARY
(Continued)

Recommendations

Recommendations were provided by both participants and staff as to the MAP services. An overriding theme was that of a need for the ongoing provision of career planning and job placement assistance to employees in the Department. The major implication of this suggestion is that the Department could examine itself in relation to developing a system for human resource development and management. Such a system would help to integrate the Department's demands for a skilled workforce, ongoing requirements of the Department for the efficient management of human resources, and the career development needs of the Department's employees.

ACKNOWLEDGMENTS

To Frank Ryan, Director of Personnel Resource Management Service (PRMS), for his interest, support, and facilitative actions throughout all phases of the Mobility Assistance Program (MAP).

To Alex De La Garza, Deputy Assistant Director of PRMS, for his sound advice, encouragement, and insistence to move forward in getting the MAP operational.

To Robert Leestma, Associate Director for Development and Dissemination at NIE, for sharing his final MAP report in the early planning stages, giving me the benefit of his learnings as Director of MAP I, and helping me anticipate pitfalls to avoid in MAP II.

To William Smith, Director of Administrative Resource Management Services, and his staff for designing and setting up a Center that provided maximal visibility and accessibility to the MAP and the users of its services.

To Jan Wolfe, Acting Deputy Assistant for Operations, PRMS, for graciously sharing information on the MAP I activities and her perceptions of what worked and what would not work in MAP II.

To Andy Larsen, Section Chief of Special Interests, Office of Elementary and Secondary Education (OESE), for his keen insights based on his past MAP experiences for improving the quality of the renewed program; his interest and dedication to helping employees who sought MAP assistance; his sensitivity and creativity in effectively assisting ED RIF-affected employees; and for the guidance which he provided me throughout all stages of development of the MAP.

To David M. Jackson, Branch Chief of Support Services, Indian Education Program, OESE, for his consistent responsiveness and skill in facilitating actions that made for smooth day-to-day operations.

To Dorothy Singleton, Horace Mann Learning Center (HMLC), for her cooperative spirit, leadership in directing the counseling and career planning staff, conducting training, and for her enlightening and forthright helpful feedback through the various stages of the MAP.

To Joan Studevant, HMLC, who, working with Dorothy Singleton, shared her tremendous skill in preparing and arranging the training schedule for the MAP participants, and conducting training sessions as needed.

ACKNOWLEDGMENTS
(Continued)

To George and Karen Banks, Human Technology, Inc. for their keen observations and execution of plans for the Career Transition Training Program and the MAP evaluative report that had high relevance for the constituents served and the Department's long-range plans.

To Carolyn Friason, Carol Mitchell, Cyndi Moore, (PRMS), and Marie Gausman, Office of Vocational and Adult Education (OVAE), for helping me at a period during the MAP when clerical and administrative assistance were critical to the success and progress of the program.

To Sharon Nelson, the MAP Secretary, for the tremendous manner in which she assisted me, the entire MAP staff, and Department employees with clerical and administrative responsibilities, and assisted in the typing of SF-171s during the peak period of activity of the MAP, and to Kim Washington for assuming some of the clerical load as we began the closeout of the MAP.

To Judy Baker, Program Analyst in Equal Employment Opportunity (EEO), for her major role in organizing the wealth of data collected in the Job Search and other MAP components such that they increased the understanding for PRMS, Management, and others interested, of the characteristics of the RIF-affected Department employees and the frequency of their use of the MAP services.

To Sonja Lenon, Secretary in the Executive Resource Division (PRMS) who continued to give long hours to assist RIF-affected ED employees who sought job information while being adversely affected herself by the RIF.

To Fleeks Hazel, Educational Program Specialist, OESE, for the care and time he gave, over and beyond providing assistance to the MAP, to meticulously printing the names of the MAP staff on appreciation certificates.

Any accomplishments made through the MAP in assisting RIF-affected employees must be shared with all of the MAP staff and well-wishers of the MAP effort, - many of whom went more than the "extra mile" in helping to get the MAP "off and running".

Laurabeth H. Hicks, Ph.D.
Director
Mobility Assistance Program
U.S. Department of Education

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INTRODUCTION

Purpose

This is a comprehensive evaluation report for the Mobility Assistance Program (MAP) of the U.S. Department of Education. This report is designed to establish the extent to which the MAP achieved its mission in relation to the Department's reduction in force (RIF) actions.

Scope

This report serves as the final report of the MAP. As such, it presents a description of the MAP, as well as the evaluation results and supporting design and methodology. The program description provides the basis for establishing the extent of the MAP's delivery to and overall impact on the Department's employees.

MAP Staff Assistance

Human Technology, Inc., would like to thank the MAP staff for their assistance and cooperation. Their efforts made it possible to collect an important body of data and information.

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MOBILITY ASSISTANCE PROGRAM DESCRIPTION

MOBILITY ASSISTANCE PROGRAM BACKGROUND

The Reduction In Force[1]

The Need for Position Management

In 1980, the Office of Management and Budget (OMB) required Federal agencies to have a balanced position management program. This action was taken to ensure the effective use of Government resources. The new administration determined that the Department of Education lacked an integrated position management system and a system of proper workload analysis. These systems were considered essential to justifying Department positions or full-time equivalency (FTE) requests to OMB.

FTE Justification

In response to this need, the Secretary of the Department of Education created the Departmental Human Resource Analysis and Review Staff (DHRARS). The purpose of this group was to study departmental priorities and staff requirements as a basis for justifying and allocating FTEs. The Secretary reviewed the results of the study with the senior officers of each of the Department's Principal Operating Components (POCs). These results were also provided to OMB as a part of the Department's FTE budget submission.

The Need for Reduction In Force

Upon receipt of its FTE allocation from OMB, the Department created a position management planning group. This team identified and analyzed methods for implementing the Department's FTE decisions within its allocated FTE ceiling. Several POCs were staffed at an FTE level above their allotted ceilings. For these target POCs the position management team determined that FTE allocations could not be met through personnel attrition alone. Also, management reassignments would not reduce the discrepancy. The team concluded that a reduction in force (RIF) could not be avoided for the target POCs.

[1]Reference Appendix A-1, Statement of the Deputy Under Secretary for Management.

MOBILITY ASSISTANCE PROGRAM BACKGROUND

The Reduction In Force

The Initial RIF

In 1982, the Department's initial RIF was conducted.[2] The following numbers of employees were separated from the target POCs:

POC	Number Separated
Elementary and Secondary Education	42
Legislative and Public Affairs	4
Vocational and Adult Education	4
Regional Offices	14

MAP I

In preparation for conducting the Department's initial RIF, the first Mobility Assistance Program (MAP I)[3] was created in 1981. This program was based on the efforts of an outplacement taskforce which was established by the Office of Elementary and Secondary Education. MAP I soon evolved into a combined effort of several Department administrative units. The following training and counseling services were provided by MAP I:

- Stress management,
- Retirement planning,
- SF-171 and resume preparation, and
- Job search and reemployment.

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[2] Leestma, Robert. Mobility Assistance Program: Final Report. Office of Management, U.S. Department of Education. Washington, D.C. July, 1982.

[3] Ibid.

MOBILITY ASSISTANCE PROGRAM BACKGROUND

The Need for Mobility Assistance[4]

Positions to be Abolished

As a result of further workload analysis, the Department decided that a second RIF was necessary. This RIF was conducted in the summer of 1983. It affected a number of positions in the Office of Elementary and Secondary Education (OESE), the Office of Vocational and Adult Education (OVAE), and the Office of the Secretary's Regional Representatives (OSRR). The Department planned to abolish the following estimated number of positions:

POCs	FTE On Board 7/83	FTE Positions To Be Abolished	FTE On Board 9/83
OESE	272	42	230
OVAE	143	22	121
OSRR	169	51	118

Numbers of RIF-Affected Employees

The Department's RIF included several stages which affected the following number of employees:

POCs	General RIF Notice	Specific RIF Notice	Downgraded	Separated
OESE	272	16	52	2
OVAE	143	50	2	5
OSRR	169	56	28	14

The small number of actual employee separations was due to the Department's effort to reduce the impact of the RIF on employees. The work of the second MAP in meeting the needs of the RIF-affected employees was the key to the Department's efforts.

[4]Reference Appendix A-1.

MOBILITY ASSISTANCE PROGRAM BACKGROUND

The Need for Mobility Assistance

Employee Characteristics

Several characteristics of the RIF-affected employees were identified. (See Appendix C-1, Job Search Component Final Report.) These characteristics were:

- They were generally in the 1700 job series;
- Some had spent up to 14 years in Government service;
- Middle-aged women and nonveterans were most severely affected;
- Time already invested in the Federal service dictated continuance in the Federal service;
- At the highest GS levels, veterans were subjected to downgrading from supervisory to nonsupervisory levels; and
- Those most affected by downgrades were in grades 12 through 15.

Job Preferences

As a result of RIF activity, a number of employees were being forced to consider job change. RIF-affected employees demonstrated two preferences: to maintain present jobs, preferably at the same level, in Education within the District of Columbia area; or to make a lateral move in the District of Columbia area to another Federal agency or a downgraded move (viewed to be temporary) within the Department.

MOBILITY ASSISTANCE PROGRAM BACKGROUND

The Need for Mobility Assistance

Specific Needs

To review their careers and consider a job search, RIF-affected employees had several areas of need for which assistance was required, which included:

- Information about:
  - Department RIF activities and employee effects, and
  - Job vacancies.
- Skills for:
  - Assessing self,
  - Collecting information,
  - Preparing resumes and SF-171s, and
  - Job interviewing.
- Emotional support.

2. MOBILITY ASSISTANCE PROGRAM DESIGN

MOBILITY ASSISTANCE PROGRAM DESIGN

The Approach to Mobility Assistance

Departmental Efforts

With the inevitability of the RIF, the Department took several policy actions to reduce its effects on vulnerable employees. (See Appendix 1-1, Statement of the Deputy Under Secretary for Management.) These actions were:

- A freeze was placed on discretionary personnel actions.
- Non-RIF-affected POCs were required to recruit from RIF-affected areas first. This resulted in 189 positions being available for placement of RIF-affected employees.
- The Department obtained early-out retirement authority from the Office of Personnel Management (OPM). This resulted in 17 early-out retirements.
- The Mobility Assistance Program was activated.

The Union Mandate

The activation of the MAP was also required by the Department's agreement with the employee union, the National Council of Education Locals of the American Federation of Government Employees. Article 20, Section 20.04 of the Collective Bargaining Agreement calls for a Mobility Assistance Program components to provide employees with:

- Career counseling,
- Job information, and
- SF-171 and resume preparation assistance.

MOBILITY ASSISTANCE PROGRAM DESIGN

The Approach to Mobility Assistance

Union Agreement

During the implementation of the RIF, the Department reached an agreement on a memorandum of understanding with the employee union. This agreement enabled the Department to:

- Speed up the announcement of new vacancies.
- Eliminate the red tape in selecting candidates for positions.
- Establish a clerical pool as a placement option for secretarial staff who might otherwise be separated.

MOBILITY ASSISTANCE PROGRAM DESIGN

Initial Planning

Initial Assignment

To begin the MAP, Dr. Laurabeth Hicks was detailed from the Office of Vocational and Adult Education (OVAE) to the Office of Personnel Resource Management Services (PRMS) to plan, organize, and evaluate the MAP. (See Appendix B-1.) Dr. Hicks' first step was to meet with the Deputy Under Secretary for Management and the Director of PRMS. Their discussions focused on the mission of the MAP, and start-up planning.

MAP I Review

To assist in the initial planning, the Director reviewed the report of the MAP I provided by Dr. Robert Leestma. The Director identified the following recommendations as critical to establishing a second MAP:[1]

- Clarify the purpose and philosophy of the MAP and decide which of the Department's employees were to be served by the MAP.
  Have continuity of staff from MAP I to any future MAP activity.
- Begin planning early for any future MAP.
- Make it clear to MAP users and all others interested in the MAP efforts that the program provides outplacement assistance and not specific job placement.
- Provide parity in services offered to the regional offices of the Department.

[1] Leestma, Robert. Mobility Assistance Program: Final Report. Office of Management, U.S. Department of Education. Washington, D.C. July, 1982.

MOBILITY ASSISTANCE PROGRAM DESIGN

Initial Planning

MAP I (continued)	• Coordinate the planning efforts among units within Education to avoid duplication of efforts. • Define and publicize the outplacement assistance service's roles and responsibilities. • Make adequate provisions for evaluation of the MAP. • Provide career transition training and individual job search advice and counseling to RIF-affected employees as early as possible. • Establish a continuing communication and dissemination system. • Make basic reference materials readily available.
Department Interviews	For collecting further input and guidance, the Director interviewed the following individuals: • Charles Heatherly, Deputy Under Secretary for Management, • Frank Ryan, Director of Personnel Resource Management Services, • Robert Leestma, Director of MAP I, • Andy Larsen, Leader, Job Search Taskforce for MAP I, • Alex De La Garza, Deputy Assistant Director of Personnel Resource Management Services, • Lois Bowman, Executive Assistant to the Assistant Secretary for the Office of Elementary and Secondary Education,

MOBILITY ASSISTANCE PROGRAM DESIGN

Initial Planning

Department Interviews (continued)

- Jan Wolfe, Acting Director, Headquarters Personnel Operations Division,
- Mickey Hughes, Technical Operations Branch, Personnel Resource Management Services,
- Marsha Scialdo, Director of Personnel Policy and Program Development,
- Ed Cooke, Regional Operations Staff Director,
- Steve Gray, Labor Relations Staff Director,
- Steve Sotar, Labor Management Services,
- William Smith, Director of Administrative Resource Management Services,
- Alicia Coro, Director, Horace Mann Learning Center,
- Dorothy Singleton, Branch Chief, Career Counseling, Horace Mann Learning Center, and
- Joan Maples, Union Representative assigned to MAP.

The Director consulted with some of the above individuals on an ongoing basis.

MOBILITY ASSISTANCE PROGRAM DESIGN

Developing the Mission

Mission Statement

Preliminary review defined the mission of the MAP as:

> To provide assistance with career change and outplacement for Department of Education employees by delivering Mobility Assistance Program services. Priority consideration is given to those employees affected by the reduction in force.

The mission of the MAP consisted of goals, target populations, and strategies or services. These elements and their relationship are presented in Figure 2-1.

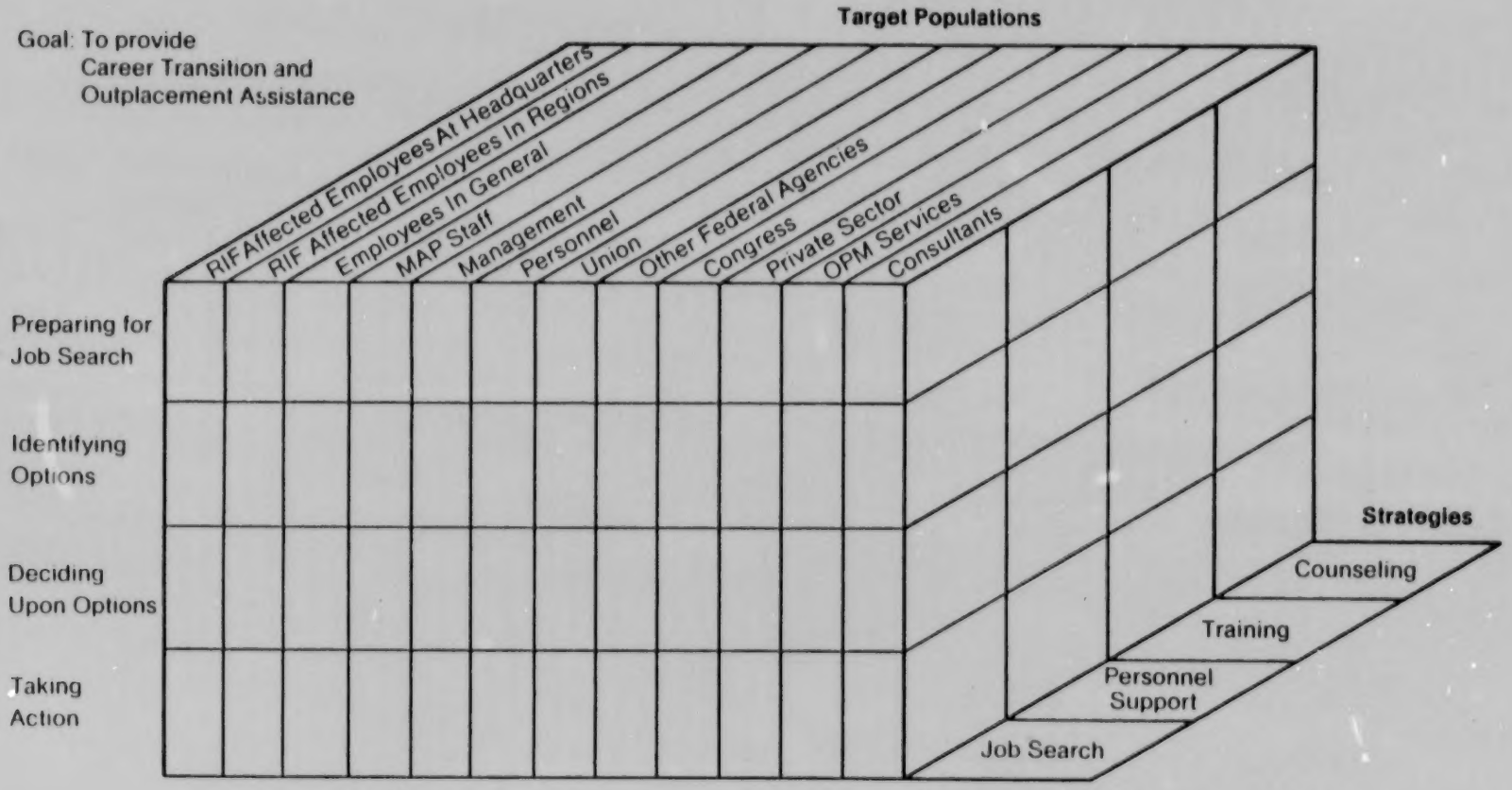
Goals

The overall function of the MAP was to help employees with career planning and outplacement by:

- Preparing for the job search by assessing themselves in relation to career and job.
- Identifying long-term career options and immediate job needs.
- Making decisions in relation to those options.
- Taking action in relation to the decided-upon options.

See Figure 2-1.

FIGURE 2-1: THE MISSION OF THE MOBILITY ASSISTANCE PROGRAM



MOBILITY ASSISTANCE PROGRAM DESIGN

Developing the Mission

Target Populations

The mission of the MAP identified the groups affected by and the groups affecting the overall function of the MAP. (See Figure 2-1.) Groups affected included: RIF-affected employees at Headquarters and in the Regional Offices, and Department employees in general. The Office of Personnel Resource Management Services (PRMS) and Department management were examples of groups that affected the mission function. With all critical groups identified, the staff of the MAP were aware of the important actions to be taken with the various target groups for the MAP services to be successful.

Objectives

Objectives were defined in terms of the specific results that the MAP was trying to achieve in relation to each of the four major goals of the MAP. These objectives were:

- To provide affected employees with assistance in preparing for career transition and outplacement job search, as indicated by 80% of the employees stating that they were assisted with the above preparation.
- To provide affected employees with assistance in exploring and identifying options, as indicated by 80% of the employees stating that they were assisted with exploring and identifying options.

MOBILITY ASSISTANCE PROGRAM DESIGN

Developing the Mission

Objectives (continued)

- To provide affected employees with assistance in deciding upon options, as indicated by 80% of the employees stating that they were assisted with deciding upon options.
- To provide affected employees with assistance in taking action on job possibilities, as indicated by 80% of the employees stating that they were assisted with taking action.

Strategies/ Services

To help RIF-affected employees with career transition and outplacement job search, the MAP established several strategies or services. (See Figure 2-1.) These services were:

- Job search information,
- Personnel support services,
- Career transition and outplacement training, and
- Professional individual and group counseling.

MOBILITY ASSISTANCE PROGRAM DEVELOPMENT

Arranging for Resources

Budget Planning

To initiate budget planning, the Director prepared budget recommendations and estimated allocations. After a review, the following MAP budget was established:

Budget Item	Estimated Expenditure
Temporary Staff	$ 11,000
Consultants and Training	135,000
Travel	500
Data Equipment	1,600
Other Reimbursables	1,600
Supplies	300
Total	$150,000

Budget Operations

The Director took the following steps to begin budget operations:

- Consulted with the Director of PRMS, the Deputy Assistant Director for Operations of PRMS, and the Comptroller to establish the MAP common accounting number, and arrange for budget processing and procurement procedures.
- Created a budget expenditure tracking form (see Appendix B-2).
- Consulted with Alex De La Garza, Deputy Assistant Director (PRMS) for Operations, regarding MAP logistics.

MOBILITY ASSISTANCE PROGRAM DEVELOPMENT

Arranging for Resources

Staffing

With the budget established, the Director began to staff the MAP. Her first step was to arrange the assignment of Dr. Andy Larsen, Director of the MAP I Job Search Taskforce, to be the MAP special assistant for Job Search. With Dr. Larsen's consultation, the Director planned for staff assignments to the MAP. (See Appendix B-3 for a list of the names of the MAP staff.) Figure 3-1 presents the MAP staff organizational chart. Also, the Director established estimated levels of FTEs to be expended for the MAP staff. (See Table 3-1.)

Facility

The Director consulted with Dr. Smith, Director of Administrative Resource Management Services, in the design of the MAP facility. (See Appendix B-4.) It was important that the MAP center be highly visible, with the components centrally located. The North Lobby of Federal Office Building #6 was designated for the MAP. With the design established, arrangements were made to prepare the area with furniture, telephones, equipment, and supplies.

Horace Mann Learning Center Resources

To identify additional resources, the Director consulted Dr. Dorothy Singleton of the Horace Mann Learning Center (HMLC). These discussions identified the following resources available at HMLC:

- MAP services such as career counseling, SF-171 preparation, and financial planning,
- Available consultant expertise, and
- HMLC training facilities and coordination.

Figure 3-1. MOBILITY ASSISTANCE PROGRAM
ORGANIZATIONAL CHART

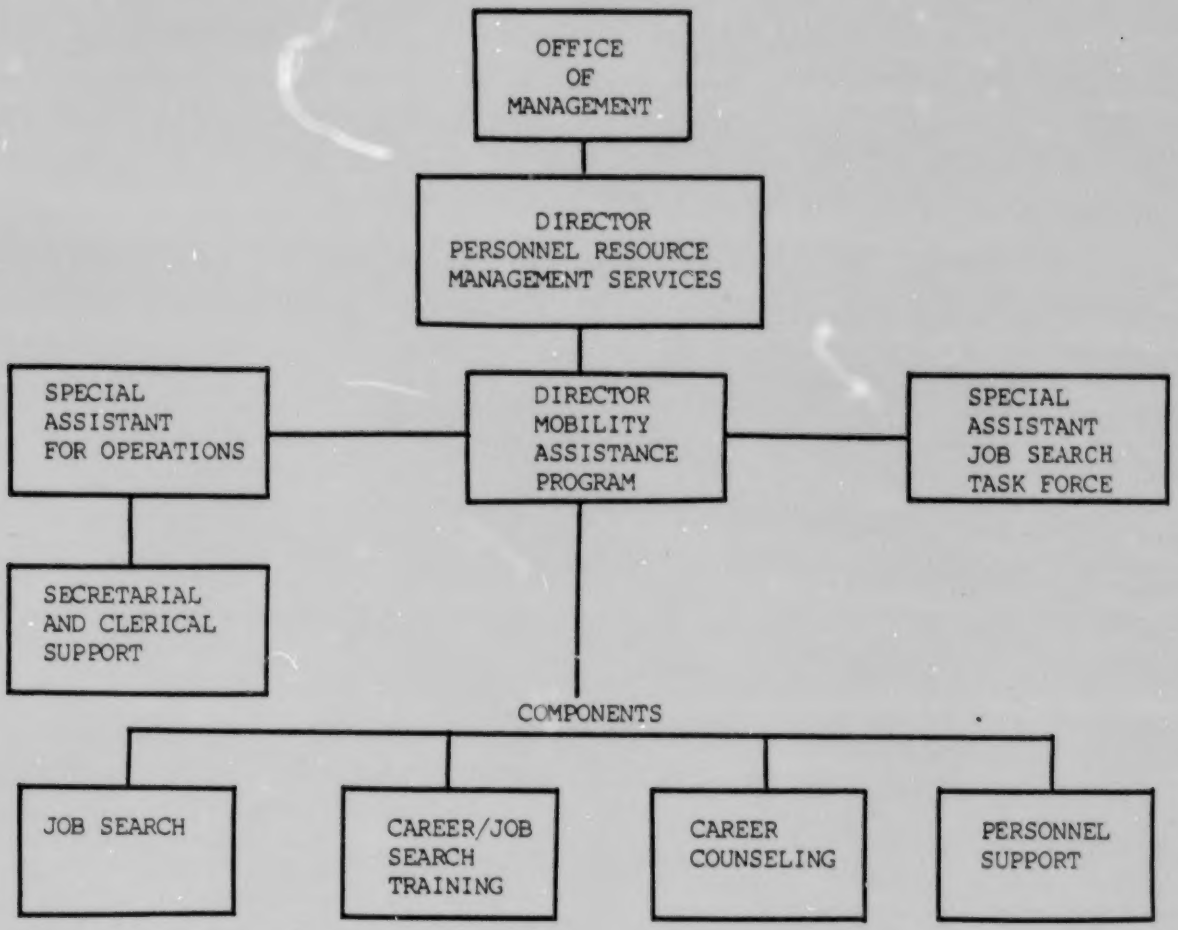


TABLE 3-1. ESTIMATED FTE EXPENDITURE FOR MOBILITY ASSISTANCE PROGRAM STAFF

Unit	Position	Estimated Hours FY '83	Estimated Hours FY '84
Administrative	A	848	320
	B	616	320
	C	384	320
	D	384	320
	E	80	-
Job Search	A	456	320
	B	456	320
	C	456	-
Personnel Support Services	A	456	160
	B	416	160
	C	416	160
	D	416	160
	E	456	200
Professional Counseling/ Career Planning	A	464	320
	B	464	320
	C	184	150
	D	264	160
	E	264	80
	F	100	160
	Grand Total	7,580	3,950

MOBILITY ASSISTANCE PROGRAM DEVELOPMENT

Arranging for Resources

Consultant Resources

The Director identified the following consultant resources for the training component of the MAP:

- A private sector consultant group, Employment Perspectives, for conducting training in job search skills for the private sector;
- The Office of Personnel Management (OPM) which identified the career training services of Human Technology, Inc.;
- A Federal staffing specialist with the Federal Research Service, Inc., who would provide on-call service to assist employees in further Federal employment; and
- A tax consultant and registered investment broker who would provide financial planning training.

MOBILITY ASSISTANCE PROGRAM DEVELOPMENT

Developing Planning and Tracking Procedures

Management Plans

With the MAP structure in place, a work plan management system was developed. The purpose of the system was to help define the work of the MAP, as well as to provide a vehicle for tracking the implementation of the work. A set of work management plans linked to the Director's overall MAP work plan was developed by MAP staff for service delivery and administrative components (see Appendix B-5). The management plans contained goals, objectives, activities, and timeframes.

Written Reporting Procedures

Several reporting procedures were developed to track the day-to-day use of the MAP services by Department employees, and to provide overall documentation as to the number of employees participating. These procedures consisted of the completion of the following forms (see Appendix B-6):

- Participants were asked to complete the Registration Form for MAP services and the Mobility Assistance Program Checklist.
- Each MAP participant was required to complete a Log of MAP Assistance Sought Given Form to record employee use of the component services. At the end of each week, participants submitted their logs to the office of the MAP Director.

MOBILITY ASSISTANCE PROGRAM DEVELOPMENT

Developing Planning and Tracking Procedures

Program Meetings

The MAP Steering Group was created. This group consisted of:

- The MAP Director,
- MAP special assistants,
- MAP component leaders,
- A PRMS retirement benefit and employment counselor, and
- PRMS Regional operations representatives.

The meetings were conducted on a weekly basis to review program progress, exchange information, make decisions, and solve problems.

Program Evaluation

To provide a comprehensive evaluation of the MAP, guidelines were established (see Appendix B-7). The following requirements were identified for the MAP evaluation:

- To identify key process and outcome measures or variables,
- To identify success indicators,
- To establish measures for evaluating the MAP,
- To develop methodology for conducting an evaluation study of the MAP,
- To conduct the study, and
- To report the findings, conclusions, and recommendations.

MOBILITY ASSISTANCE PROGRAM DEVELOPMENT

Developing Planning and Tracking Procedures

Program Communication

For the purpose of MAP communication with the Department in general, the following communication activities were established:

- Briefings and consultations with
  - The Director of PRMS,
  - High-level management as needed,
  - The union,
  - The HMLC,
  - PRMS MAP contacts,
  - The RIF Council, and
  - The Management Council.

- Information dissemination such as
  - The MAP Newsletter, "The RIF Connection" (see Appendix B-8),
  - Agency-wide announcements,
  - MAP Personal Information Package (see Appendix B-9), and
  - MAP Briefing Package (see Appendix B-10).

4. MOBILITY ASSISTANCE PROGRAM COMPONENTS

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Job Search

Purpose

The purpose of the Job Search Component was to assist employees in RIF-affected POCs to identify job opportunities by presenting as many job vacancies as possible. (See Job Search Component Final Report, Appendix C-1.) Because of strong employee preferences, these job vacancies were sought in the Federal sector. In addition, the Job Search Component sought to assist employees in other POCs in order to create vacancies that could be considered by RIF-affected employees. Also, assistance was provided to employees who felt vulnerable, although they were not RIF-affected at this time.

Objectives

The following were the objectives for the Job Search Component:

- To locate at least five vacancies for every vulnerable employee who completed a Job Search Intake Form (see Appendix C-2).
- To make copies of job announcements available to all adversely impacted employees.
- To collect and post job announcements from at least five other Federal agencies.
- To facilitate the enrollment of at least 25 employees in the Office of Personnel Management's Displaced Employee Program.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Job Search

Activities

The Job Search Component consisted of Andy Larsen, Component Leader, and three additional staff. The following were the main activities of the component:

- Contacting each vulnerable employee,
- Establishing a distribution network for job announcements,
- Establishing a referral network with other Federal agencies,
- Posting copies of job announcements,
- Referring employees to the Personnel Support Services Component for analysis of the SF-171s, and
- Continuing analysis of RIF impact.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Personnel Support Services

Purpose

The Personnel Support Services Component included Mamie Gattis and four additional staff. This Component was designed to assist employees with:

- Reviewing and providing suggestions for employees' SF-171s,
- Analyzing employees' SF-171s to identify the job series for which they qualify, and/or
- Making early-out retirement decisions.

Objectives

The following were the specific objectives of the Personnel Support Services Component:

- To provide suggestions as to the revisions of the SF-171s, where appropriate, to all employees seeking analysis.
- To provide analysis of the SF-171s for GS Series identification and qualification for 300 of the employees potentially affected by the RIF.
- To provide counseling and unemployment benefits for all employees seeking such counseling.

Activity

The staff of the Personnel Support Services Component were informally detailed from the PRMS. The SF-171 analysis was conducted primarily in the MAP Center. Later, the Component moved to a facility near the MAP Center to provide greater privacy. Often, employees went to the Job Search Component upon completion of their SF-171 analysis. Employees seeking counseling for early-out retirement or unemployment benefits visited the PRMS offices.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Training Services

Purpose

A series of workshops was conducted to provide skills and knowledge for career transition and outplacement job search. The following workshops were conducted:

- Career Transition and Job Search (see Appendix C-3),
- SF-171 Preparation (see Appendix C-4),
- Private Sector Job Search (see Appendix C-5), and
- Financial Planning (see Appendix C-4).

Objectives

The following were the objectives of the Training Services Component:

- To deliver useful skills, knowledge, information, and support, as indicated by 80% of the participants stating that the training delivered these things.
- To conduct training workshops that were well designed, as indicated by 80% of the participants stating that the workshops were well designed.

Career Transition Workshops

Three 2½-day career planning workshops were conducted by Human Technology, Inc. (See Appendix C-3.) These workshops delivered the following skills and knowledge to participants:

- Assessing skill strengths,
- Defining values,

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Training Services

Career Transition Workshops (continued)

- Developing the resume,
- Conducting the information meeting, and
- Conducting the job interview.

At the completion of the workshops, a core of the MAP staff received training from Human Technology, Inc., in the delivery of the career transition workshop in the event that additional workshops would be needed. (See Appendix C-4 for names of staff that were trained.)

SF-171 Workshops

The Career Counseling Staff of the HMLC conducted a series of workshops on how to prepare the SF-171. (See Appendix C-5.) These workshops provided the following instruction for participants:

- How to be considered for a position,
- How to be rated qualified for a position, and
- How to get the job interview.

Private Sector Job Search Workshops

Ms. Vicki Satern, President, Employment Perspectives, conducted 2-day workshops in job seeking techniques for the private sector. (See Appendix C-6.) The training took the perspective of the job seeker from the beginning of the job search to its conclusion. The focus was on emotional and financial support, as well as job seeking techniques. Individual follow-up training and counseling sessions were provided. This group also conducted a seminar on professional and trade associations.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Training Services

Financial Planning Seminars	Mr. Stephen Guest conducted seminars that addressed financial issues faced by employees with anticipated major adjustments in income (see Appendix C-5). The topics included: • Establishing and adjusting a workable survival budget, • Tax considerations and unemployment, • Sources of financial assistance, and • Establishing your own business.

MOBILITY ASSISTANCE PROGRAM

Professional Individual and Group Counseling

Purpose

Counseling psychologists at the HMLC and a career counselor from outside the Department provided confidential, individual assistance regarding personal and career concerns and adjustments. In addition, group counseling was used to establish a network for participants for information exchange, personal and career concerns, adjustments, and coping strategies. (See Appendix C-5.) In addition, the group, Employment Perspectives, provided follow-up counseling to their private sector job search workshops.

Objectives

The following were the objectives for the Professional Individual and Group Counseling Component:

- To provide individual and group counseling to all employees potentially impacted by the RIF.
- To provide individual and group counseling that met the following criteria:
  - Counseling enabled the employees to explore options, make decisions, and plan actions, as indicated by 80% of the employees stating that the counseling provided these things, and
  - Counseling provided emotional support as indicated by 80% of the employees stating that the counseling provided it.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Professional Individual and Group Counseling

Activity	Career Counseling Staff of the HMLC had conducted ongoing career counseling for employees of the Department. This ongoing service was expanded to assist employees potentially impacted by the RIF. Two counseling psychologists and two part-time career/job search counselors were on hand to provide the counseling. Most of the activity was conducted out of the HMLC. Dorothy Singleton was the leader of the Professional Counseling Component.
Career Resource Center	As an outgrowth of the career counseling activity, the counseling staff established a Career Resource Center in the MAP area. The Center started approximately one month before the termination of the MAP services. The purpose of the Center was to provide career resource information for outplacement. However, the timing of the establishment of the Center was such that the need for career resource information on the part of the employees had diminished. At the Center it was possible to register for career counseling.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Regional Activity

Response to Need

As the MAP was being planned, a question was raised as to how the Regional needs should be addressed. To guide Regional MAP activities, feedback was collected from the following sources:

- The union,
- The Office of the Secretary Regional Representatives (OSRR),
- The Director and staff from the Division of Regional Operations, who held weekly teleconferences with their counterparts in the Region,
- The Director of Public Affairs at Headquarters, and
- Personal contacts with Regional employees (see Appendix C-7).

Proposed Plans

The MAP Director proposed plans for consideration in responding to the needs of the OSRR. (See Appendix C-8.) One plan was to bring a selected number of OSRRs to Headquarters for training in setting up the MAP in the Regions. Another plan called for a training package consisting of a videotape and information on preparing SF-171s, retirement benefits, writing resumes, and career planning.

MOBILITY ASSISTANCE PROGRAM COMPONENTS

Regional Activity

MAP Packages	Because of travel restrictions and problems with time and logistics, the first proposed plan and the videotape element of the second proposed plan proved unworkable. As a result, a decision was made to send packages of informative materials to the Regions. These packages included: • A description of the MAP effort, • A description of Regional activity to help RIF-affected employees, • Information on MAP staff who could be contacted for further assistance, and • A series of career planning materials.
Follow-up Telephone Calls	Follow-up telephone calls by a MAP designee and the Director were made to the Regions in relation to the MAP package and the need for further assistance. (See Appendix C-7.) At the suggestion of several OSRRs, individual calls were made to each employee who was separated from the Department. Also, employee in the Region requested assistance by telephone. The materials were used only in some Regions. Because of the small numbers affected in each Region, the telephone follow-up seemed to be more cost-effective than conducting training conferences.

MOBILITY ASSISTANCE PROGRAM EVALUATION

MOBILITY ASSISTANCE PROGRAM EVALUATION

Evaluation Design

MAP Description

The first step in developing an evaluation design was to clarify the description of the MAP (see Appendix D). This step was accomplished by identifying the following elements of the MAP (refer to page 2.6):

- The mission,
- The goals and objectives,
- The component or strategic goals and objectives, and
- The component activities and management plans.

Evaluation Components

The MAP was reviewed using Human Technology's models for intervention assessment.[1] As a result, the following components were identified for the evaluation design:

- Program implementation or the extent to which the MAP was implemented as planned.
- Program delivery or the extent to which participants received and used the MAP services provided.
- Program impact or the extent to which the use of the MAP services affected the career transition and outplacement process for participating employees.
- Productivity assessment or the extent to which the MAP benefits exceeded the costs required to conduct the MAP.

[1] Carkhuff, R.R. Sources of Human Productivity. Amherst, Mass.: Human Resource Development Press, 1983.

MOBILITY ASSISTANCE PROGRAM EVALUATION

Evaluation Design

Evaluation Procedures

The following procedures were used to collect data and information about the MAP in relation to the evaluation components:

- MAP records and materials were reviewed to examine program operations and data.
- Interviews were conducted with the MAP staff to identify the extent to which the MAP was implemented as planned.
- All training workshop evaluations were reviewed to determine training effectiveness.
- A survey was administered to MAP participants to assess the effectiveness of the MAP delivery and the MAP's overall effectiveness.

5. IMPLEMENTATION EVALUATION

IMPLEMENTATION EVALUATION

Description

Purpose

The purpose of this evaluation component was to determine the extent to which the MAP services were implemented as planned. This evaluation component establishes whether planned activities did indeed take place.

Procedures

Several procedures were used to collect data and information for examining the basic implementation question. These procedures were:

- A review of MAP records to identify the number of employees using MAP services.
- Interviews with MAP staff identifying the extent to which each of the MAP component activities was implemented as planned.

IMPLEMENTATION EVALUATION

Employee Participation

Purpose

The MAP documentation was reviewed to determine the number of employees who used MAP services. This information and data were important for determining the extent of employee use of and need for the MAP services.

Participant Numbers

Table 5-1 presents the numbers of participants who used the services of each of the MAP components. Also, a number of employees received assistance from the MAP administrative component. Even though there was an adequate system for recording the number of employees who used the services, the numbers identified have to be considered estimates. The MAP staff reported that in some instances, for example job vacancy posting, it was hard to record the numbers of the employees who used the service.

Participant Survey

The overall response to the MAP survey was another indicator of employee participation. (See Appendix E-1.) Eighty-two employees out of almost 300 employees in OESE and OVAE used the opportunity to complete the survey. This was a significant level of response to a survey request.

TABLE 5-1. NUMBER OF PARTICIPANTS USING MAP SERVICES

MAP SERVICE	NUMBER
Administrative Staff	More than 125
Job Search:	
• People seeking assistance	250
• Contacts with people seeking assistance	1.100
Personnel Support Services	335
Training:	
• Career Transition	46
• SF-171 Preparation	34
• Financial Planning	28
• Private Sector Job Search	42
Professional Individual and Group Counseling:	
• Individual Counseling	188
• Career Resource Center	43

CR Station

IMPLEMENTATION EVALUATION

Mobility Assistance Program Staff Interviews

Purpose

Interviews were conducted with the MAP staff to assess the actual level of implementation of the MAP. The basic question was whether the MAP activities took place as planned. Representatives from each of the MAP components were interviewed.

Interview Questions

The MAP staff were asked to respond to the following questions in relation to their components:

- To what extent was the activity of the component implemented as planned?
- Staff members were asked to indicate whether the activity:
  - went as anticipated,
  - fell short of what was anticipated, or
  - exceeded what was anticipated.
- What were the reasons for the levels of implemented activity?
- What recommendations would the staff make regarding the conduct of the components at another time? (These are presented later in this report.)

IMPLEMENTATION EVALUATION

Job Search Staff Interviews

Summary

The summary of the interviews conducted with the Job Search Component Staff is presented in Table 5-2. The staff felt that overall the component activity was implemented as planned and in some areas exceeded expectations. The staff highlighted their experience and expertise in the job search area as the key to the implementation.

Activities Exceeding Expectations

The Job Search staff thought that the following activities exceeded the anticipated level of implementation:

- Identifying vacancies internal to the Department and distributing announcements to RIF-affected employees,
- Daily monitoring of job placements, especially for hard-to-place employees,
- Individual counseling for others in OESE not targeted at this time, and
- Enrollment in OPM's Displaced Employee Program (DEP) for other employees not affected by the RIF.

Activities Short of Expectations

The MAP staff felt that the following activities fell short of expectations:

- The number of job vacancies identified external to the Department through personal contact, and
- The number of RIF-affected employees enrolled in the DEP.

TABLE 5-2. JOB SEARCH STAFF INTERVIEWS

Activity	Assessment	Reason
Identify vacancies and distribute announcements	A greater than anticipated number of vacancies and announcements internal to the Department were identified.	1. Staff had previous MAP experience and counseling skills. 2. Staff planning helped make services efficient. 3. Staff used resource materials containing position descriptions most appropriate for Department employees. 4. Department employees formed a network that facilitated identifying vacancies. 5. Department management decided to facilitate employee placements.
	Vacancies external to the Agency identified through personal contacts were less than anticipated.	1. The time and distance needed to collect the information made it difficult to identify a large number of vacancies.
Enrollment in DEP	A less than anticipated number of Department employees were enrolled.	1. It was inappropriate to consider that employees with grades of 11 and 12 would consider being reduced to grades 5 or 6. 2. There was no need for the program once it was decided to find placements for all employees.

TABLE 5-2. JOB SEARCH STAFF INTERVIEWS
(Continued)

Activity	Assessment	Reason
Enrollment in DEP (continued)	A greater than anticipated number of Department employees not affected by the RIF enrolled in the program.	1. Employees in affected offices felt vulnerable, and, therefore, tried to change their job series.
Individual counseling	An anticipated number of employees affected by the RIF were involved in counseling.	1. The staff were skilled in counseling and motivated to help.
	A greater than anticipated number of employees in OESE not affected by the RIF were involved in counseling.	1. Employees in affected offices felt vulnerable.
Reviewing and distributing SF-171s	An anticipated number of employees affected by the RIF submitted their SF-171s for review and distribution.	1. Training by OPM prepared MAP staff to review employee SF-171s effectively. 2. Staff contacts with other agencies helped guide SF-171 distribution.
Daily monitoring and placement of employees	Completion of the monitoring plan was as anticipated.	1. Management developed an outline that allowed for close coordination with personnel.
	Placements for employees were greater than anticipated.	1. Management decided to grant exceptions of policy for hard-to-place employees.

IMPLEMENTATION EVALUATION

Personnel Support Services Interviews

Summary

The summary of the interviews conducted with the Personnel Support Services Component is presented in Table 5-3. Overall, the staff felt that the following activities exceeded the anticipated level of implementation:

- The number of employees seeking analysis of their SF-171,
- The number of employees seeking assistance in identifying additional job series for which they were qualified, and
- The number of counseling referrals and questions.

Reasons for Implementation

The component staff thought that the success in implementation was related to:

- Staff experience and expertise, and
- Employee experience with the Department's initial RIF.

Personnel Information Package

The component staff thought that the Personnel package activity was not implemented as planned. The staff thought that the package was not used as much as expected because the package was completed too late.

Early-out Counseling

The Personnel Support Services Component staff felt that the early-out counseling activity both exceeded and fell short of expectations. More employees than expected contacted the component to ask questions. However, there were fewer applications for early-out retirement in comparison to the number identified in the Department's first RIF.

TABLE 5-3. PERSONNEL SUPPORT SERVICES INTERVIEWS

Activity	Assessment	Reason
Assessing SF-171s	A greater than anticipated number of Department employees submitted their SF-171s for assessment.	1. Staff were experienced in providing SF-171 assessments.
	SF-171s were of better quality than anticipated.	1. Employees were more experienced in developing their SF-171s because of previous RIF experience.
Identifying series	A greater than anticipated number of employees requested series identification assistance.	1. Staff were experienced in assisting in series identification. 2. Staff were prepared by the MAP team to offer assistance.
Counseling, referrals to other MAP services, answering general questions	A greater than anticipated number of employees used the service, both those affected directly and indirectly by the RIF.	1. Staff were experienced in providing these services. 2. Department employees knew what to expect from the services because of previous RIF experience.
Personnel Information Package	A less than anticipated number of employees used the package.	1. It was completed too late for most employees to use.

TABLE 5-3. PERSONNEL SUPPORT SERVICES INTERVIEWS
(Continued)

Activity	Assessment	Reason
Answering questions regarding retirement benefits	A greater than anticipated number of contacts were made by Department employees.	1. Department employees affected by the RIF, or working in affected offices, needed information. 2. Many employees directly affected by the RIF were referred by the MAP staff.
Applying for benefits process	A less than anticipated number of employees elected to take early-out benefits, compared to the previous RIF.	1. Employees were exploring information, but were not ready to retire.

IMPLEMENTATION EVALUATION

Training Services Interviews

Services Reviewed

Interviews were conducted with staff responsible for the following training services:

- Career transition,
- SF-171 analysis,
- Private sector job search,
- Financial planning, and
- Professional and trade associations seminar.

Assessment

The staff of some training services reported that the levels of employee participation were as anticipated, while the staff of other training services reported less than expected levels of participation. (See Table 5-4.) Staff comments suggested a variety of reasons related to the assessments.

TABLE 5-4. TRAINING STAFF INTERVIEWS

Activity	Assessment	Reason
Career Transition Workshop	A less than anticipated number of employees sought this assistance.	1. There seemed to less of a perceived need on the part of Department employees. 2. RIF notices were distributed a few days prior to the workshop. This resulted in employee hesitation to participate.
SF-171 Workshop	An anticipated number of employees sought this assistance.	1. MAP staff referred employees to these workshops. 2. Employees satisfied with their workshop experiences recommended it to others. 3. Employees were considering all their options.
Private Sector Job Search	A less than anticipated level of participation was demonstrated by employees attending the workshop.	1. Employees seemed conflicted as to what to do about the RIF notices handed out 2 days prior to the workshop. 2. Employees seemed to hope the workshop would give them a job.

TABLE 5-4. TRAINING STAFF INTERVIEWS
(Continued)

Activity	Assessment	Reason
Financial Planning Workshop	An anticipated number of employees sought this assistance.	1. The speaker providing this instruction had a reputation for conducting effective workshops. 2. Employees satisfied with their workshop experiences recommended it to others. 3. Staff worked cooperatively to ensure employee attendance. 4. Employees in OESE needed the support.
Professional and Trade Association Seminar	An anticipated level of participation was demonstrated by employees attending the seminar.	1. Employees only had to listen to presentations and ask questions, something they could do comfortably.

IMPLEMENTATION EVALUATION

Professional Individual and Group Counseling Interviews

Individual and Group Counseling

Table 5-5 presents a summary of interviews with the staff of the Professional and Individual Group Counseling Component. The staff thought that the individual and group counseling activities were implemented as planned. The most important factor in the implementation was the accessibility of the Component's services to the Department's employees.

Career Resource Center

The Center staff thought that the Career Resource Center activity was implemented as planned in relation to making referrals to training workshops and also reinforcing information learned in the workshops. However, the Component staff thought that the Center did not meet expectations in relation to the adequacy of the Center staffing and employee use. The staff felt that the Center never really "got off the ground" because of late start-up time.

TABLE 5-5. COUNSELING STAFF INTERVIEWS

Activity	Assessment	Reason
Individual counseling	An anticipated number of Department employees sought counseling.	1. Staff providing this assistance maintained accessibility to employees in need. 2. Employees in OVAE needed less support from others because of the support network already established in OVAE. 3. Employees were actively seeking assistance.
Support groups	An anticipated number of Department employees sought interaction within a support group.	1. Staff providing this assistance maintained accessibility to employees in need. 2. Staff were able to sustain the energy needed to provide this service. 3. Employees sought this service because they had had positive experiences in the past with staff.

TABLE 5-5. COUNSELING STAFF INTERVIEWS
(Continued)

Activity	Assessment	Reason
Resource Center career stations	A less than anticipated number of employees sought this assistance.	1. The Resource Center was established late, and by that time management decisions changed to identifying placements for affected employees.
Resource Center referrals to workshops	A less than anticipated number of employees were referred to MAP-sponsored workshops.	1. The Resource Center was established late, and by that time management decisions changed to identifying placements for affected employees.
Resource Center support of workshop services	A less than anticipated number of employees sought support in following up on workshop content.	1. The Resource Center was established late, and by that time management decisions changed to identifying placements for affected employees.

6. DELIVERY EVALUATION

DELIVERY EVALUATION

Description

Purpose

The purpose of this evalution component was to determine the extent to which the services of the MAP were delivered to participants. This question addressed what participants received from the MAP services and what participants used in their day-to-day career transition and outplacement job search activities.

Procedures

Several procedures were used to collect data and information for examining the basic delivery questions. These procedures were:

- A review of participant evaluations of the MAP training workshops.
- A review of responses to Questions 1 and 2 of Part 1 of the survey administered to MAP participants (see Appendix E-1).

DELIVERY EVALUATION

Career Transition Training Evaluation

Description

The evaluation of the Career Transition Workshop was based on an evaluation instrument administered to participants at the completion of each workshop. (See Appendix E-2.) The instrument addressed:

- Participant perception of level of career transition/job search skills prior to and upon completion of the workshop, and
- Overall workshop design.

Skills Improvement

The results of participant skill level assessment are presented in Table 6-1. On the average, participants indicated that prior to the workshop their skill level was minimally adequate. Upon completion of the workshop, their skills were at more than adequate levels. Participants report considerable skill improvement as a result of taking the workshop.

Workshop Design

The results of participant assessment as to workshop design are presented in Table 6-2. The findings indicate that the participants thought that the workshop design was more than adequate.

TABLE 6-1. CAREER TRANSITION WORKSHOP: PARTICIPANT ASSESSMENT OF SKILL IMPROVEMENT

Item	Mean Rating[1] Pre-Workshop	Post Workshop
Developing career values	2.49	4.15
Identifying skills	3.08	4.44
Developing a job objective	2.46	4.35
Writing the resume	2.47	4.38
Conducting the information interview	2.49	4.14
Conducting the job interview	2.49	4.04
Mean for all items:	2.58	4.25

Number responding = 25

[1]Rating scale used:

Inadequate	Minimally Adequate	Adequate	More Than Adequate	Very Adequate
1	2	3	4	5

TABLE 6-2. EVALUATION OF CAREER TRANSITION WORKSHOP DESIGN

Item	Mean Rating[1]
Total length of time	3.06
Pacing of activities	3.95
Workshop exercises	3.99
Workshop content	4.48
Workshop handout materials	4.48
Mean for all items:	3.99

Number responding = 25

[1]Rating scale used:

Inadequate	Minimally Adequate	Adequate	More Than Adequate	Very Adequate
1	2	3	4	5

DELIVERY EVALUATION

SF-171 Training Evaluation

Description	The evaluation of the SF-171 training workshop was based on an evaluation instrument administered to participants at the completion of each workshop. Two slightly different evaluation instruments were used in the workshops. The results of the evaluation are presented in Tables 6-3 and 6-4.
Training Content	With relation to the training content, participants indicated agreement that the content presented was useful and applicable to their career planning.
Training Delivery	With relation to training delivery, participants indicated agreement that: • Training objectives were fulfilled and met participants' expectations. • Instructors and participants interacted sufficiently.

TABLE 6-3. EVALUATION OF SF-171 WORKSHOP #1

	Item	Mean Rating[1]
1.	The training proved to be consistent with the announcement or brochure description.	3.4
2.	The training objectives were fulfilled.	3.5
3.	The subject matter and presentations were well organized.	3.4
4.	The program material (handouts, printed materials, books, etc.) were effectively used.	3.3
5.	The instructor(s) showed a good command of the subject.	3.8
6.	The class discussions centered on relevant problems and questions.	3.8
7.	The instructor(s) encouraged all participants to get involved in the discussions.	3.9
8.	The instructor(s) responded to the needs of the group.	3.8
9.	Overall, the training was a significant learning experience for me.	3.6
10.	I will be able to apply what I have learned in this training to my present job or career plans.	3.4
11.	I would recommend this course to others.	3.6
	Mean for all items:	3.59

Number responding = 24

[1]Rating scale used:

Does Not Apply	Strongly Disagree	Disagree	Agree	Strongly Agree
0	1	2	3	4

TABLE 6-4. EVALUATION OF SF-171 WORKSHOP #2

Item	Mean Rating[1]
1. The training objectives were fulfilled.	3.2
2. The subject matter and presentations were well organized.	3.2
3. The program material (handouts, printed materials, books, etc.) were effectively used.	3.2
4. The instructor(s) showed a good command of the subject.	3.4
5. Class discussions centered on relevant problems and questions.	3.4
6. The instructor(s) encouraged all participants to get involved in the discussions.	3.0
7. The instructor(s) responded to the needs of the group.	3.3
8. Overall, the training was a significant learning experience for me.	3.0
9. I will be able to apply what I have learned in this training to my present job or career plans.	3.5
10. I would recommend this course to others.	3.3
Mean for all items:	3.25
Number responding = 10	

[1]Rating scale used:

Does Not Apply	Strongly Disagree	Disagree	Agree	Strongly Agree
0	1	2	3	4

DELIVERY EVALUATION

Private Sector Job Search Training Evaluation

Description	The evaluation of the Private Sector Job Search training was based on an evaluation instrument administered to participants at the completion of each workshop. The results of the evaluation are presented in Table 6-5.
Training Content	Participants indicated the following with regard to the training content: • The facts describing the elements of the job search could be applied to their personal search, for the most part. • Suggested strategies for conducting the job search could all be incorporated into their personal search.
Training Delivery	With relation to workshop delivery, participants indicated that instructors interacted with participants and were enthusiastic and knowledgeable.
Professional and Trade Association Seminar	The Professional and Trade Association Seminar was also evaluated by participants (see Appendix C-5). Participants rated the seminar positively for knowledge and information delivered, and for seminar design.

TABLE 6-5. EVALUATION OF THE PRIVATE SECTOR JOB SEARCH WORKSHOP

Item	Mean Rating[1]
1. List and explain the four stages of trauma relating to job change.	4.7
2. Organize your job search.	5.2
3. Identify three resources for staying fiscally sound during unemployment.	4.3
4. Identify three resources for staying emotionally sound during unemployment.	4.5
5. Describe what you do so that others understand.	4.9
6. Develop an effective resume.	5.1
7. Identify and explain the two key elements of communication.	4.5
8. Identify resources to contact for support (network).	5.2
9. Obtain support from family, friends, colleagues, and others.	4.8
10. Contact individuals by telephone to obtain information, etc.	5.3
11. Contact individuals by letter to obtain information, etc.	5.3
12. Design your reference sheet.	5.4
13. Track your job search.	5.0
14. Identify characteristics of an ideal working environment for you.	4.8
15. Request advice, prepare for, and conduct an informational interview and follow-up.	4.5

TABLE 6-5. EVALUATION OF THE PRIVATE SECTOR JOB SEARCH WORKSHOP (Continued)

	Item	Mean Rating[1]
16.	Write cover letters for specific job leads.	4.8
17.	Utilize requests for letters of recommendation to produce job leads.	5.2
18.	Conduct an effective interview and follow-up.	4.5
19.	Negotiate job terms agreeable to you.	4.2
20.	Established and maintained an appropriate learning climate.	5.2
21.	Provided the technical/content information required.	5.3
22.	Encouraged participants to participate and interact.	5.6
23.	Provided information applicable to your job change.	4.7
24.	How valuable was the workshop to you in seeking a position in the private sector?	5.0
25.	How valuable was the workshop to you in seeking a position on your own?	4.8
	Mean for all items:	4.91

Number responding = 13

[1]Rating scale used:
(Scale reflects the ability to incorporate the items into a job search.)

Not At All	Few	Some	Mostly	All	Exceeded
1	2	3	4	5	6

DELIVERY EVALUATION

Financial Planning Training Evaluation

Description	The evaluation of the Financial Planning Training was based on an evalution instrument administered to participants at the completion of each workshop. The results of the workshop are presented in Table 6-6.
Training Content	With relation to training content, participants indicated agreement that the content presented was useful and applicable to career planning.
Training Delivery	With regard to training delivery, participants indicated agreement that: • Training objectives were fulfilled, and • Instructors and participants interacted sufficiently.

TABLE 6-6. EVALUATION OF THE FINANCIAL PLANNING WORKSHOP

Item	Mean Rating[1]
1. The training proved to be consistent with the announcement or brochure description.	3.4
2. The training objectives were fulfilled.	3.3
3. The job matter and presentations were well organized.	3.3
4. The program material (handouts, printed materials, books, etc.) were effectively used.	3.3
5. The instructor(s) showed a good command of the subject.	3.7
6. Class discussions centered on relevant problems and questions.	3.4
7. The instructor(s) encouraged all participants to get involved in the discussions.	3.2
8. The instructor(s) responded to the needs of the group.	3.3
9. Overall, the training was a significant learning experience for me.	3.2
10. I will be able to apply what I have learned in this training to my present job or career plans.	3.3
11. I would recommend this course to others.	3.5
Mean for all items:	3.35

Number responding = 28

[1]Rating scale used:

Does Not Apply	Strongly Disagree	Disagree	Agree	Strongly Agree
0	1	2	3	4

DELIVERY EVALUATION

Participant Survey of Service Delivery

Description

As part of the MAP survey, participants rated:

- The effectiveness of the delivery of each of the MAP services that they used, and
- The usefulness of the MAP services delivered in the job search.

Results

The results of these two questions are presented in Tables 6-7 and 6-8. It is seen that, in general, participants found that:

- The delivery of MAP services was effective, and
- The MAP services were useful in the job search.

TABLE 6-7. RESULTS OF PARTICIPANT SURVEY OF MAP SERVICE DELIVERY

Question #1:

How effective was the delivery of each of the MAP services listed below? Rate only the services you used.

	MAP Service	Number of Participants Responding	Mean Rating[1]
1.	Job Search Information	47	4.0
2.	SF-171 Analysis	36	3.9
3.	SF-171 Preparation Workshop	7	4.8
4.	Career Transition Workshop	19	4.4
5.	Private Sector Job Search Workshop and Counseling	8	4.4
6.	Financial Planning Workshop	13	4.3
7.	Seminar on Employment in Professional and Trade Associations	5	4.2
8.	Early-Out Retirement Benefits/ Employment Counseling	9	4.1
9.	Professional Individual and Group Counseling	9	3.7

[1]Rating scale used:

Very Ineffective	Ineffective	Minimally Effective	Effective	Very Effective
1	2	3	4	5

TABLE 6-8. RESULTS OF PARTICIPANT SURVEY OF MAP SERVICE USEFULNESS

Question #2:

To what extent did you find what you received from any of the MAP services listed below to be useful to you in your job search? Rate only the services you used.

	MAP Service	Number of Participants Responding	Mean Rating[1]
1.	Job Search Information	46	3.5
2.	SF-171 Analysis	36	3.1
3.	SF-171 Preparation Workshop	7	4.4
4.	Career Transition Workshop	18	4.2
5.	Private Sector Job Search Workshop and Counseling	7	4.4
6.	Financial Planning Workshop	11	4.0
7.	Seminar on Employment in Professional and Trade Associations	5	4.4
8.	Early-Out Retirement Benefits/ Employment Counseling	8	4.4
9.	Professional Individual and Group Counseling	8	3.5

[1]Rating scale used:

Not At All Useful	Somewhat Useful	Useful	Very Useful	Extremely Useful
1	2	3	4	5

7. IMPACT EVALUATION

IMPACT EVALUATION

Description

Purpose

The purpose of this evaluation component was to determine the extent to which the delivery of the MAP services impacted the employee process of career transition and outplacement job search. This process was defined as:

- Preparing for the job search,
- Increasing job possibilities,
- Making decisions as to job possibilities, and
- Taking action in relation to decided-upon job possibilities.

Procedure

These participant data and information were collected with the MAP participant survey. Participants were asked to respond to questions as to:

- The impact of MAP services on career transition and outplacement job search,
- Additional benefits received from MAP services, and
- Recommendations for future MAP activity.

IMPACT EVALUATION

Impact Goals

Job Search Preparation

On the MAP survey participants were asked to indicate how helpful MAP services were to them in preparing for the job search. Participants were asked to rate only the services they used. The results indicated that participants found the MAP services to be more than helpful in this area. (See Table 7-1.)

Increasing Job Possibilities

On the MAP survey participants were asked to indicate how helpful MAP services were to them in increasing their job possibilities. Participants were asked to rate only the services they used. The results indicated that participants found the MAP services to be more than helpful in this area. (See Table 7-2.)

Deciding Upon Options

Participants were asked to assess the helpfulness of the MAP services in making decisions as to what possibilities to pursue. Participants were asked to rate only the services they used. The results are presented in Table 7-3. The findings show that the participants found the services to be more than helpful in this area.

Taking Action

As part of the MAP survey, participants were asked to determine the helpfulness of the MAP services in taking action in relation to decided-upon options. Table 7-4 presents the results. Participants found the MAP services to be more than helpful in this area.

TABLE 7-1. RESULTS FOR PREPARING FOR THE JOB SEARCH

Question #1:

To what extent were the MAP services listed below helpful to you if you were trying to prepare yourself for the job search?

	MAP Service	Number of Participants Responding	Mean Rating[1]
1.	Job Search Information	40	3.4
2.	SF-171 Analysis	30	3.4
3.	SF-171 Preparation Workshop	8	4.5
4.	Career Transition Workshop	16	4.3
5.	Private Sector Job Search Workshop and Counseling	7	4.0
6.	Financial Planning Workshop	9	3.6
7.	Seminar on Employment in Professional and Trade Associations	3	4.7
8.	Early-Out Retirement Benefits/ Employment Counseling	6	4.3
9.	Professional Individual and Group Counseling	5	3.0

[1]Rating scale used:

Not Helpful	Minimally Helpful	Helpful	More Than Helpful	Very Helpful
1	2	3	4	5

TABLE 7-2. RESULTS FOR INCREASING JOB POSSIBILITIES

Question #2:

To what extent were the MAP services listed below helpful to you if you were trying to increase your job possibilities?

	MAP Service	Number of Participants Responding	Mean Rating[1]
1.	Job Search Information	38	3.8
2.	SF-171 Analysis	30	3.5
3.	SF-171 Preparation Workshop	7	4.4
4.	Career Transition Workshop	14	4.3
5.	Private Sector Job Search Workshop and Counseling	6	4.2
6.	Financial Planning Workshop	9	3.8
7.	Seminar on Employment in Professional and Trade Associations	3	4.7
8.	Early-Out Retirement Benefits/ Employment Counseling	5	4.4
9.	Professional Individual and Group Counseling	6	3.3

[1]Rating scale used:

Not Helpful	Minimally Helpful		More Than Helpful	Very Helpful
1	2	3	4	5

TABLE 7-3. RESULTS FOR MAKING DECISIONS ABOUT JOB POSSIBILITIES

Question #3:

To what extent were the MAP services listed below helpful to you if you were trying to make decisions as to what job possibilities to pursue?

MAP Service	Number of Participants Responding	Mean Rating[1]
1. Job Search Information	38	3.2
2. SF-171 Analysis	32	4.0
3. SF-171 Preparation Workshop	7	4.6
4. Career Transition Workshop	14	4.1
5. Private Sector Job Search Workshop and Counseling	6	3.8
6. Financial Planning Workshop	10	3.6
7. Seminar on Employment in Professional and Trade Associations	3	5.0
8. Early-Out Retirement Benefits/ Employment Counseling	5	4.2
9. Professional Individual and Group Counseling	5	2.6

[1]Rating scale used:

Not Helpful	Minimally Helpful	Helpful	More Than Helpful	Very Helpful
1	2	3	4	5

TABLE 7-4. RESULTS FOR TAKING ACTION ON JOB POSSIBILITIES

Question #4:

To what extent were the MAP services listed below helpful to you if you were trying to take action in relation to specific, decided-upon job possibilities?

MAP Service	Number of Participants Responding	Mean Rating[1]
1. Job Search Information	36	3.2
2. SF-171 Analysis	30	3.2
3. SF-171 Preparation Workshop	7	4.7
4. Career Transition Workshop	13	4.2
5. Private Sector Job Search Workshop and Counseling	6	3.7
6. Financial Planning Workshop	10	3.6
7. Seminar on Employment in Professional and Trade Associations	3	4.0
8. Early-Out Retirement Benefits/ Employment Counseling	5	4.6
9. Professional Individual and Group Counseling	6	3.0

[1]Rating scale used:

Not Helpful	Minimally Helpful	Helpful	More Than Helpful	Very Helpful
1	2	3	4	5

IMPACT EVALUATION

Benefits and Participant Recommendations

Additional Benefits

As a part of the MAP survey, participants were asked to identify any additional benefits that they received as a result of using the MAP services. The following are the benefits identified by participants, listed in order from the most frequently mentioned benefit to the least frequently mentioned benefit:

- Time savings in conducting the job search,
- Improved SF-171s,
- Job interviewing techniques,
- Job skills awareness,
- Information with regard to:
  - job vacancies,
  - job qualifications,
  - RIF procedures,
- Increase in self-confidence in the job search.

MAP Referral

Participants were asked whether they would recommend the MAP to other people during a RIF situation. Forty-nine participants indicated "yes" and four participants indicated "no". In relation to this question, participants made the following comments about the MAP:

- The staff was highly competent.
- The use of the MAP services resulted in job search time savings.
- The MAP provided considerable emotional support.
- The MAP provided useful information.

IMPACT EVALUATION

Benefits and Participant Recommendations

Ongoing MAP Activity

As a part of the MAP survey, participants were asked to indicate whether they recommended that the MAP be an ongoing program in the Department. Forty-three of the participants indicated "yes" and nine participants indicated "no". In relation to this question, participants made the comment that the Department is always in a state of flux and, therefore, an ongoing program of career planning is required for the Department's employees. Those participants indicating "no" thought that such services should be provided on an ongoing basis as a part of the PRMS or the HMLC.

8. MISSION ASSESSMENT

MISSION ASSESSMENT

Description

Purpose

In reviewing the data and information regarding the MAP, the overall question is, Did the MAP achieve its mission? Did the MAP assist RIF-affected employees with career training and outplacement job search as defined by its mission?

Strategic/ Service Goals

The first level at which to review this mission question is at the level of MAP strategic or service goals. The question is, To what extent did the MAP achieve the results identified by the objectives of each of the MAP service components?

- Job Search,
- Personnel Support Services,
- Training, and
- Professional and Individual Group Counseling.

This question will be answered by reviewing the data and information collected.

Impact Goals

The second level at which to review this mission question is at the level of the MAP impact goals. The question is, To what extent did the MAP achieve the results identified by the objectives defined for the following MAP impact goals?

- Preparing for the job search,
- Identifying job possibilities,
- Deciding upon job possibilities, and
- Acting on decided-upon job possibilities.

This question will be answered by reviewing the data and information collected.

MISSION ASSESSMENT

Component Services

Description	During the MAP planning process each component established goals and objectives for the services to be provided. With the delivery and evaluation data and information collected, it was possible to determine if the components accomplished their original specific objectives.
Job Search Component	Table 8-1 presents a summary of delivery evaluation data and information with regard to the achievement of the Job Search Component objectives. Based on the data presented, all of the objectives of the Job Search Component were achieved. The component identified a large number of job vacancies for RIF-affected employees.
Personnel Support Services Component	Table 8-2 presents a summary of delivery evaluation data with regard to the achievement of the Personnel Support Services Component objectives. Basically, the component achieved its specific objectives. The number of employees provided with SF-171 analyses was less than planned. However, this number still represented a large number of RIF-affected employees.
Training Services Component	A summary of the delivery evaluation data with regard to the achievement of the Training Services Component objectives is presented in Tables 8-3, 8-4, 8-5, and 8-6.

MISSION ASSESSMENT

Component Services	
Training Services Component (continued)	For all of the following training services, specific objectives were exceeded: • Career Transition (see Table 8-3), • SF-171 Preparation (see Table 8-4), • Private Sector Job Search, including the Seminar on Professional and Trade Associations (see Table 8-5), and • Financial Planning (see Table 8-6).
Professional Counseling Component	Table 8-7 presents a summary of delivery evaluation data with regard to the Professional Individual and Group Counseling objectives. The component achieved its original objectives based on the data presented.

TABLE 8-1. ACHIEVEMENT OF JOB SEARCH OBJECTIVES

Objective	Data/Information	Source
1. To locate a minimum of 5 vacancies for every vulnerable employee completing a Job Search Intake Form.	91 job vacancies posted	Staff interviews, Job Search Component Final Report, Job Search Component
2. To make copies of job announcements available to all adversely impacted employees.	3,200 copies made and distributed to employees	Staff interviews, Job Search Component
3. To collect and post job announcements from a minimum of 5 other agencies.	800 announcements collected from outside the Department of Education from more than 5 different agencies	Final Report, Job Search Component

8.4

TABLE 8-2. ACHIEVEMENT OF PERSONNEL SUPPORT SERVICES OBJECTIVES

Objective	Data/Information	Source
1. To provide SF-171 analyses for 300 employees.	235 employees received SF-171 analyses	Staff interviews, Personnel Support Services Component
2. To provide suggestions for SF-171 revisions to all employees seeking help.	235 employees received assistance	Staff interviews, Personnel Support Services Component
3. To provide counseling for retirement and unemployment benefits.	100 employees sought information without electing for early-out benefits	Staff interviews, Personnel Support Services Component

TABLE 8-3. ACHIEVEMENT OF CAREER TRANSITION TRAINING OBJECTIVES

	Objective	Data/Information	Source
1.	To deliver useful skills, knowledge, information, and support as indicated by 80% of the participants stating that the workshops delivered these skills.	99% of the participants completing the evaluation survey indicated that the workshops achieved the training objectives	Workshop Evaluation Instrument
2.	To deliver workshops that are well designed as indicated by 80% of the participants stating that the workshops were well designed.	98% of the participants completing the evaluation survey indicated that the workshops were well designed	Workshop Evaluation Instrument

TABLE 8-4. ACHIEVEMENT OF SF-171 TRAINING OBJECTIVES

Objective	Data/Information	Source
1. To deliver useful skills, knowledge, information, and support as indicated by 80% of the participants stating that the workshops delivered these skills.	100% of participants completing the evaluation survey indicated that the workshops achieved the training objective	Workshop Evaluation Instrument
2. To deliver workshops that are well designed as indicated by 80% of the participants stating that the workshops are well designed.	98% of the participants completing the evaluation survey indicated that the workshops were well designed	Workshop Evaluation Instrument

8.7

TABLE 8-5. ACHIEVEMENT OF PRIVATE SECTOR JOB SEARCH OBJECTIVES[1]

	Objective	Data/Information	Source
1.	To deliver useful skills, knowledge, information, and support as indicated by 80% of the participants stating that the workshops delivered these skills.	98% of participants completing the evaluation survey indicated that the workshops were well designed	Workshop Evaluation Instrument
2.	To deliver workshops that are well designed as indicated by 80% of the participants stating that the workshops are well designed.	98% of the participants completing the evaluation survey indicated that the workshops were well designed	Workshop Evaluation Instrument

8.8

[1]These results include the Seminar on Professional and Trade Associations.

TABLE 8-6. ACHIEVEMENT OF FINANCIAL PLANNING TRAINING OBJECTIVES

	Objective	Data/Information	Source
1.	To deliver useful skills, knowledge, information, and support as indicated by 80% of the participants stating that the workshops delivered these skills.	85% of the participants completing the evaluation survey indicated that the workshops achieved the training objectives	Workshop Evaluation Instrument
2.	To deliver workshops that are well designed as indicated by 80% of the participants stating that the workshops are well designed.	99% of the participants completing the evaluation survey indicated that the workshops were well designed	Workshop Evaluation Instrument

8.9

TABLE 8-7. ACHIEVEMENT OF PROFESSIONAL INDIVIDUAL AND GROUP COUNSELING OBJECTIVES

Objective	Data/Information	Source
1. To provide counseling to all employees potentially impacted by the RIF.	There were 188 individual and group counseling contacts with employees	Final Report, Professional Individual and Group Counseling Component
2. To provide counseling that enables employees to explore options, make decisions, and plan actions as indicated by 80% of the employees stating that the counseling provided these capabilities.	81% of the participants completing the MAP survey indicated receiving this assistance	MAP Participant Survey
3. To provide counseling that gives emotional support as indicated by 80% of the employees stating that the counseling provided this support.	88% of the participants completing the MAP survey indicated that they received emotional support	MAP Participant Survey

8.10

MISSION ASSESSMENT

Mission Goals

Description	In defining the mission of the MAP, overall impact goals were established for RIF-affected employees for career transition outplacement job search. The MAP participant survey provided data for examining the extent to which the MAP achieved the specific objectives defined in relation to impact goals.
Preparing for the Job Search	A summary of the data with regard to the achievement of the goal of preparing employees for the job search is presented in Table 8-8. The data show that, for all of the MAP services, participants felt that they were assisted with preparing for the job search. The percentage of participants indicating that they were assisted exceeded the objective defined.
Identifying Options	Table 8-9 presents data with regard to the goal of assisting employees in identifying job options. It is seen that more than 80% of the participants responding in relation to all of the MAP services thought that the MAP assisted them with job options.
Deciding Upon Options	Participants thought that the MAP was helpful in deciding upon options to set job search goals. Table 8-10 presents the participant data. In general, for MAP services more than 80% of the participants indicated that MAP assisted them with deciding upon job options.

TABLE 8-8. ACHIEVEMENT OF THE GOAL OF PREPARING FOR THE JOB SEARCH

Objective:

To provide RIF-affected employees with assistance in preparing for the job search as indicated by 80% of the employees stating that they were assisted.

	MAP Service	Number of Participants Responding	% of Employees Receiving Assistance
1.	Job Search	40	90%
2.	SF-171 Analysis	30	90%
3.	SF-171 Preparation Workshop	8	100%
4.	Career Transition Workshop	16	100%
5.	Private Sector Job Search Workshop and Counseling	7	100%
6.	Financial Planning Workshop	9	88%
7.	Seminar on Employment in Professional and Trade Associations	3	100%
8.	Early-Out Retirement Benefits/ Employment Counseling	6	100%
9.	Professional Individual and Group Counseling	5	80%

TABLE 8-9. ACHIEVEMENT OF THE GOAL OF IDENTIFYING JOB OPTIONS

Objective:

To provide affected employees with assistance in identifying options as indicated by 80% of the employees stating that they were assisted.

	MAP Service	Number of Participants Responding	% of Employees Receiving Assistance
1.	Job Search	38	92%
2.	SF-171 Analysis	30	90%
3.	SF-171 Preparation Workshop	7	100%
4.	Career Transition Workshop	14	100%
5.	Private Sector Job Search Workshop and Counseling	6	100%
6.	Financial Planning Workshop	3	100%
7.	Seminar on Employment in Professional and Trade Associations	3	100%
8.	Early-Out Retirement Benefits/ Employment Counseling	5	100%
9.	Professional Individual and Group Counseling	6	83%

TABLE 8-10. ACHIEVEMENT OF THE GOAL OF DECIDING UPON JOB OPTIONS

Objective:

To provide affected employees with experience in deciding upon options (setting goals) as indicated by 80% of the employees stating that they were assisted.

	MAP Service	Number of Participants Responding	% of Employees Receiving Assistance
1.	Job Search	38	84%
2.	SF-171 Analysis	32	90%
3.	SF-171 Preparation Workshop	7	100%
4.	Career Transition Workshop	14	100%
5.	Private Sector Job Search Workshop and Counseling	6	100%
6.	Financial Planning Workshop	10	90%
7.	Seminar on Employment in Professional and Trade Associations	3	100%
8.	Early-Out Retirement Benefits/ Employment Counseling	5	100%
9.	Professional Individual and Group Counseling	5	80%

MISSION ASSESSMENT

Mission Goals

Taking Action

A summary of the data with regard to the achievement of the goal of assisting employees with taking action on decided-upon job options is presented in Table 8-11. These data show that, for all of the MAP services, participants felt that they were assisted with taking action.

TABLE 8-11. ACHIEVEMENT OF THE GOAL OF ACTING ON JOB OPTIONS

Objective:

To provide affected employees with assistance in taking action on decided-upon options as indicated by 80% of the employees stating that they were assisted.

	MAP Service	Number of Participants Responding	% of Employees Receiving Assistance
1.	Job Search	36	83%
2.	SF-171 Analysis	30	86%
3.	SF-171 Preparation Workshop	7	100%
4.	Career Transition Workshop	13	100%
5.	Private Sector Job Search Workshop and Counseling	6	100%
6.	Financial Planning Workshop	10	100%
7.	Seminar on Employment in Professional and Trade Associations	3	100%
8.	Early-Out Retirement Benefits/ Employment Counseling	5	100%
9.	Professional Individual and Group Counseling	5	80%

MISSION ASSESSMENT

Conclusions

Mission Achievement	The data and information collected in evaluating the MAP support the conclusion that the MAP mission was achieved. The MAP component activities were implemented as planned. The components provided useful information, knowledge, and skills to RIF-affected employees by way of component services. The delivery of the MAP services positively impacted the career transition and outplacement job search process for the RIF-affected employees who used the service.
Job Placement	The MAP mission achievement was not assessed on the criterion of RIF-affected employee job placement. The MAP was clearly defined not to be a job placement service for employees. The MAP was designed to facilitate the job search of RIF-affected employees.

9. COST/BENEFIT COMPARISON

COST/BENEFIT COMPARISON

Description

Purpose

As a part of the evaluation of the MAP, a cost/benefit review was conducted. The review consisted of an examination of MAP records and interviews with key MAP staff.

Limitations

A cost/benefit review of the MAP is affected by certain limitations. For programs initiated and conducted in crisis situations, it is difficult to establish all the appropriate mechanisms for analysis. Necessary data and information may not be available or, if they are available, they are nonquantifiable and subjective. Given these limitations, any cost/benefit conclusions are to be considered tentative estimates at best.

Method

The data and information collected were reviewed in relation to items that reflected costs and benefits. The items were assigned to the following categories for comparison purposes:

- Quantifiable costs,
- Nonquantifiable costs,
- Quantifiable benefits, and
- Nonquantifiable benefits.

COST/BENEFIT COMPARISON

Program Costs

Staff Costs

Over the length of the MAP, 18 staff members were detailed to MAP from several program and administrative support units in the Department. There was no estimate of actual time spent by MAP staff. However, there was an estimate of person hours to be used by the MAP staff. Based on this estimate, a per-staff person cost was computed in this way (see Table 9-1).

- The annual salary of each staff person was identified.
- A fringe benefit cost based on 10.4% of each person's annual salary was computed.
- The combined annual salary and fringe benefits cost were used to determine an hourly rate for each staff person.
- The amount of person hour expenditure for each staff person was multiplied by the person's hourly rate giving a staff person cost.
- The costs for each staff person were totaled to reach an overall staff cost.

Program Costs

The MAP budget was a source for identifying program costs. The budget was reviewed to identify the actual program costs in relation to expected program costs. These costs are presented in Table 9-2. It should be noted that actual expenditures fell far short of estimated expenditures.

TABLE 9-1. AN ESTIMATE OF STAFF COSTS

Unit	Position	Estimated Hours FY '83	Estimated Hours FY '84	Estimated Costs FY '83	Estimated Costs FY '84
Administrative	A	848	320	$ 25,626.56	$ 9,670.40
	B	616	320	11,420.64	5,932.80
	C	384	320	7,119.36	5,932.80
	D	384	320	2,726.40	2,272.00
	E	80	-	860.00	-0-
Job Search	A	456	320	7,109.04	4,988.80
	B	456	320	7,109.04	4,988.80
	C	456	-	4,902.00	-0-
Personnel Support Services	A	456	160	7,109.04	2,494.40
	B	416	160	4,047.68	1,556.80
	C	416	160	3,656.64	1,406.40
	D	416	160	3,290.56	1,265.60
	E	456	200	5,928.00	2,600.00
Professional Counseling Career Planning	A	464	320	8,602.56	5,932.80
	B	464	320	6,032.00	4,160.00
	C	184	150	4,115.76	2,494.40
	D	264	160	4,115.76	1,247.20
	E	100	160	1,559.00	2,494.40
			Subtotal	$115,330.04	$59,437.60
			Grand total	$174,767.64	

TABLE 9-2. ACTUAL MAP EXPENDITURES

Budget Item	Estimated Expenditure	Actual Expenditure
Temporary staff	$ 11,000	$ 2,519
Consultants and Training	135,000	52,992
Travel	500	10
Data equipment	1,600	-
Other Reimbursables	1,600	2,459
Supplies	300	300
Total	$150,000	$58,280[1]

[1] This figure does not reflect minor additional, unaccountable costs for the items of local travel, other reimbursables, and supplies.

COST/BENEFIT COMPARISON

Program Costs

Facilities Costs	An effort was made to identify costs for use of the MAP facility. It was not possible to identify a source of information that could be used to determine the cost of use of space by MAP and related expenses. Only the following costs could be identified for the MAP facility: • Moving costs for setting up the MAP facility in the North Lobby of FOB #6 - $2,080, and • Telephone installation for the MAP facility - $350.
Nonquantifiable Cost	The only nonquantifiable cost identified, in addition to the costs presented above, was that for the MAP facility.

COST/BENEFIT COMPARISON

Program Benefits

Career Transition Materials

As a byproduct of the MAP, a career transition training package was developed that can be used again by the Department. The package consists of a training curriculum and instructor's guide. In addition, Human Technology trained six ED staff to use this package. The following is the estimated value of this benefit based on development costs:

- Training package = $25,000
- Training staff = 5,000

Total = $30,000

MAP RIF Data Base

One of the activities of the MAP Job Search Component was to establish a data base for RIF-affected employees. This consisted of collecting, maintaining, and reporting RIF-related data. This was a data base unique to the Department, and it was the source of answers to questions from the Department's upper management and the Congress. The quantitative value of this benefit was estimated by computing the cost to establish it. The following steps were taken:

- It was estimated that the data base was established by using one-third of the time of the Job Search Component staff.
- One-third of the estimated expected level of time for each person was determined.
- This time was converted to costs by using each staff person's hourly rate.
- The costs were totaled and the result was $15,300.

COST/BENEFIT COMPARISON

Program Benefits

Severance Pay Savings

Severance pay savings was a benefit for the Department that the MAP contributed to, but for which it may not be able to take full responsibility. In addition to the MAP, the Department established a policy of priority consideration to RIF-affected employees for vacancies in nontargeted POCs. The Department's negotiation of union concerns facilitated job placements. Also, the Department provided offers of positions to all employees who were to be separated. As a result, there were severance pay savings to which the MAP made a major contribution. These savings are described below:

Potential Severance Pay Costs:	$3,043,472
Cost of downgrades (The difference between the salary levels maintained by downgraded employees and the salary levels of the positions to which they were downgraded) -	1,859,954
Net savings	$1,183,518

Nonquantifiable Benefits

Several nonquantifiable benefits are suggested by the data and information collected. These are:

- The MAP's overall mission achievement resulted in a reported increase of information, skills, and knowledge for RIF-affected employees.

COST/BENEFIT COMPARISON

Program Benefits

Nonquantifiable Benefits (continued)	• It is suggested that the MAP cushioned the effect of the Department's RIF on employees. • The MAP experience served to acquaint employees with ongoing counseling, training, and other personnel services. • The MAP staff and other employees contributed their own time to the MAP. • A high level of job satisfaction experienced by staff as indicated by their expression of personal gain in serving in the MAP, and in gratifying MAP staff team relationships.

COST/BENEFIT COMPARISON

Conclusions

Cost/ Benefit Pattern	The evidence reviewed suggests a possible pattern of benefits exceeding costs for the implementation of the MAP. However, no definite conclusion is warranted. Given the difficulties involved, these findings should be considered for implications for future programs. Table 9-3 summarizes these findings.
The Comparison	At the quantifiable level, the benefits appear to be greater than the costs. However, the estimate of costs for the MAP are conservative, given the difficulty of quantifying all of the facility costs. In addition, MAP played a key role in minimizing the separation of employees from the Department, but it is hard to determine how much of the severance pay savings is directly attributed to the MAP.
Impact	Quantifiable cost/benefit analysis notwithstanding, the value of nonquantitative benefits as an evaluation criterion for MAP can not be underestimated. Nonquantified human benefits become the source of the mission of new programs. As can be seen, the MAP produced nonquantifiable human benefits for participants and staff. It may be that the overriding benefit of the MAP lies in what was learned about making a contribution to employee career planning and adjustment.

TABLE 9-3. A SUMMARY OF ESTIMATED MAP COSTS AND BENEFITS

COSTS		BENEFITS	
Quantifiable	Nonquantifiable	Quantifiable	Nonquantifiable
MAP Staff $175,000		Career Transition Package and Training $30,000	Employee information, knowledge, and skills acquisition
Operations 58,000		MAP RIF Data Base $15,000	The "cushioned effects" of the RIF
Facilities 2,500	Facilities	Severance Pay Savings $1,183,500	Employee experience with personnel services
			Volunteer effort of MAP staff and other Department employees
			Staff job satisfaction

9.10

RECOMMENDATIONS

Mobility Assistance Program Staff

Job Search

The staff of the Job Search Component presented several recommendations with regard to a future MAP and Job Search Component. These recommendations are listed in Table 10-1. They highlighted the importance of providing enough advance time for conducting component activity. Also, the staff stressed the importance of using experienced, skilled employees to serve in the component.

Personnel Support Services

Table 10-1 also presents recommendations from the staff of the Personnel Support Services Component. They also stressed the importance of experienced staff, and providing enough lead time for activities.

Counseling and Training Services

A number of recommendations were collected from both the Counseling and Training Component staffs. These staffs highlighted the importance of aspects of the operations related to service delivery.

Ongoing MAP Services

One cross-cutting theme of an overall recommendation was presented by MAP staff and participants. It was strongly felt that the services provided by MAP should be ongoing in the Department. They felt that with ongoing services available, employees would be in a better position to adjust to Departmental actions such as a RIF or another change in priorities. It was also stated that a large number of employees have experienced disruption of careers due to job changes in the Department. It was felt that some ongoing service for these employees is more important now than ever.

TABLE 10-1. A SUMMARY OF RECOMMENDATIONS FROM MAP COMPONENT STAFF

COMPONENT	RECOMMENDATION
Job Search	1. Given the short period of time for setting up services, it is necessary and helpful to staff the team with persons experienced in handling previous RIF-related services.
	2. It is important to staff the team with people familiar with others in hiring positions in other agencies so that outplacement opportunities are provided to RIF-affected employees.
	3. Staff on job search team must be able to interact constructively with each other so that RIF-affected employees receive the best available help, and must be provided with staff training and support services for themselves.
	4. Staff must be skilled in counseling techniques that enable them to identify and interact around RIF-affected employees' point of view, and in information search and retrieval skills.
	5. Better information needs to be provided by management to staff - and face-to-face meetings regarding the RIF.
	6. Job search services are needed by employees on an ongoing basis to enable them to deal with management and personal career needs.
	7. MAP services as presently designed need to be set up earlier and maintained longer.

TABLE 10-1. A SUMMARY OF RECOMMENDATIONS FROM MAP COMPONENT STAFF (Continued)

COMPONENT	RECOMMENDATION
Job Search (continued)	8. Statistics documenting services should in part, describe characteristics of staff, implications for future needs, relationship between needs of other agencies, and qualifications and abilities of department employees.
	9. Services need to be offered to those downgraded employees to enable them to develop strategies to reattain grade and to cope with changes.
Personnel Support Services	1. Need to include staff with experience in previous RIFs to provide services to new RIF-affected employees.
	2. Services need to be set up earlier.
	3. Another location needs to be chosen to provide privacy and quieter working conditions.
	4. Staff meeting time is needed to answer questions and provide support.
	5. Support information - personnel packet - needs to be done earlier so RIF-affected employees would be able to use it.
	6. Ongoing SF-171 feedback is needed.

RECOMMENDATIONS

Human Resource Development

The Goal	The goal for the Department is to develop a skilled workforce for implementing the Department's mission. This goal can be defined as a process of assessing needs and developing programs leading to the skilled workforce.
Target Populations	The human resource development mission can include those groups directly affected by the goal and those groups affecting the goal. To varying degrees, a number of groups can play a part in this effort.
Strategy	The overall strategy can be one of creating the human resource development and management system. The critical components of the system address determining the present and future mission of the Department, analysis of current positions and workloads, and preparing employees for present and future jobs. In this framework, the MAP is only a small part of a strategy for human resource development.
Implications	The changing nature of its work and the increase of requirements are a challenge to the Department. To varying degrees, the components of human resource development and management probably exist for addressing that challenge. It is recommended that the Department initiate an evaluation of its existing system to identify where changes or additions are needed.

RECOMMENDATIONS

Human Resource Development

The Need

The Department's RIF and the establishment of the MAP are a result of the interplay between the Department's workforce need to meet its mission, the need of OMB and the Administration for efficient human resource management, and employees' need for career planning. Human resource development is the common theme. Through human resource development the Department can efficiently acquire and utilize a skilled workforce to meet the changes in its mission and workload. Through human resource development employees can be prepared to adjust to and contribute to the changing nature of the Department's work.

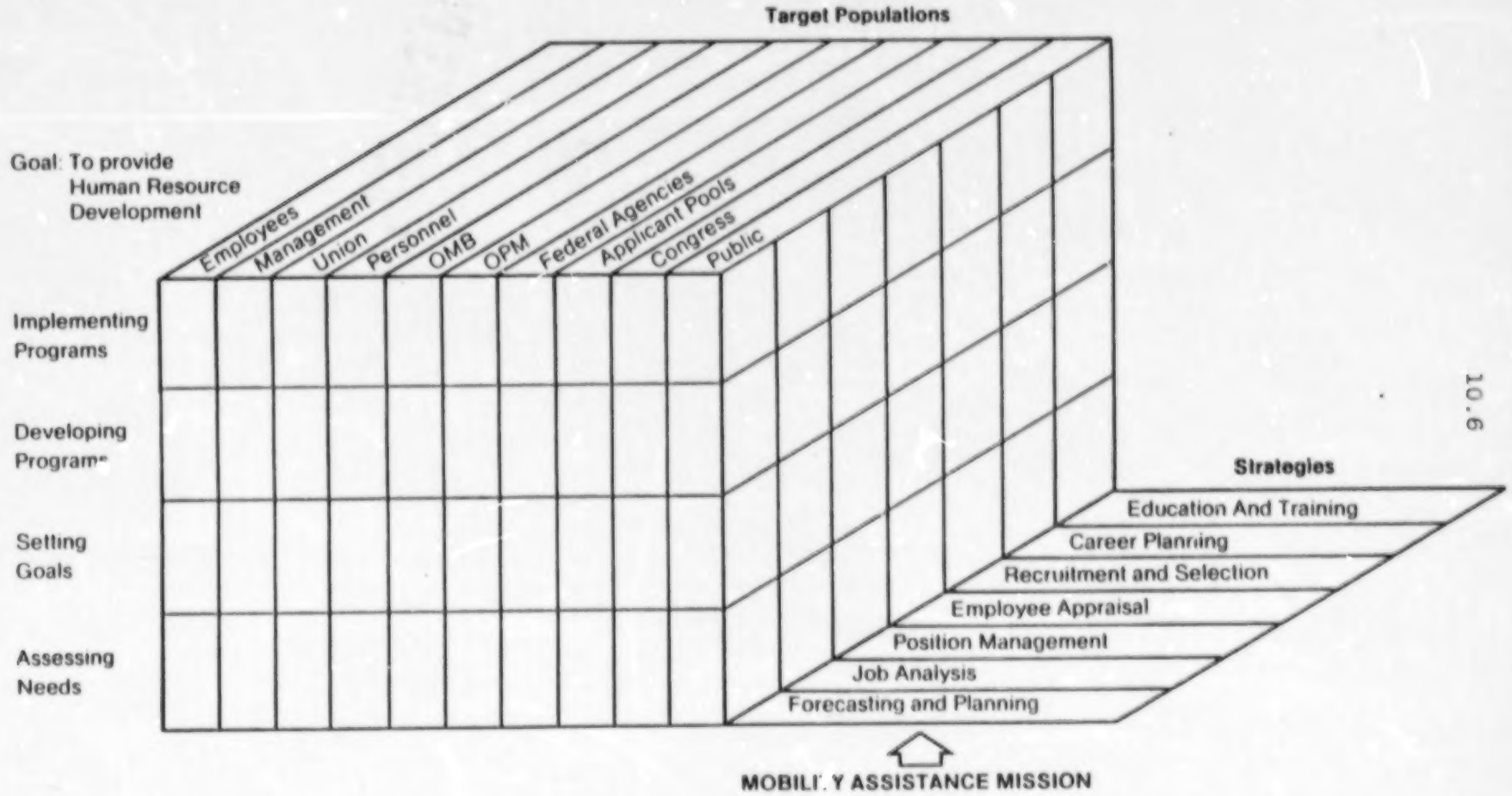
The Mission

If the Department is to adjust to the changing requirements of its work, and if it is to adjust to requirements for efficient and effective management of resources, then a system of human resource development and management is critical. The mission would be defined as:

> To provide human resource development for employees and the Department through a system of human resource development and management.

Figure 10-1 presents the dimensions of this mission.

FIGURE 10-1: HUMAN RESOURCE DEVELOPMENT MISSION



10.6

RECOMMENDATIONS

Human Resource Development

The Need

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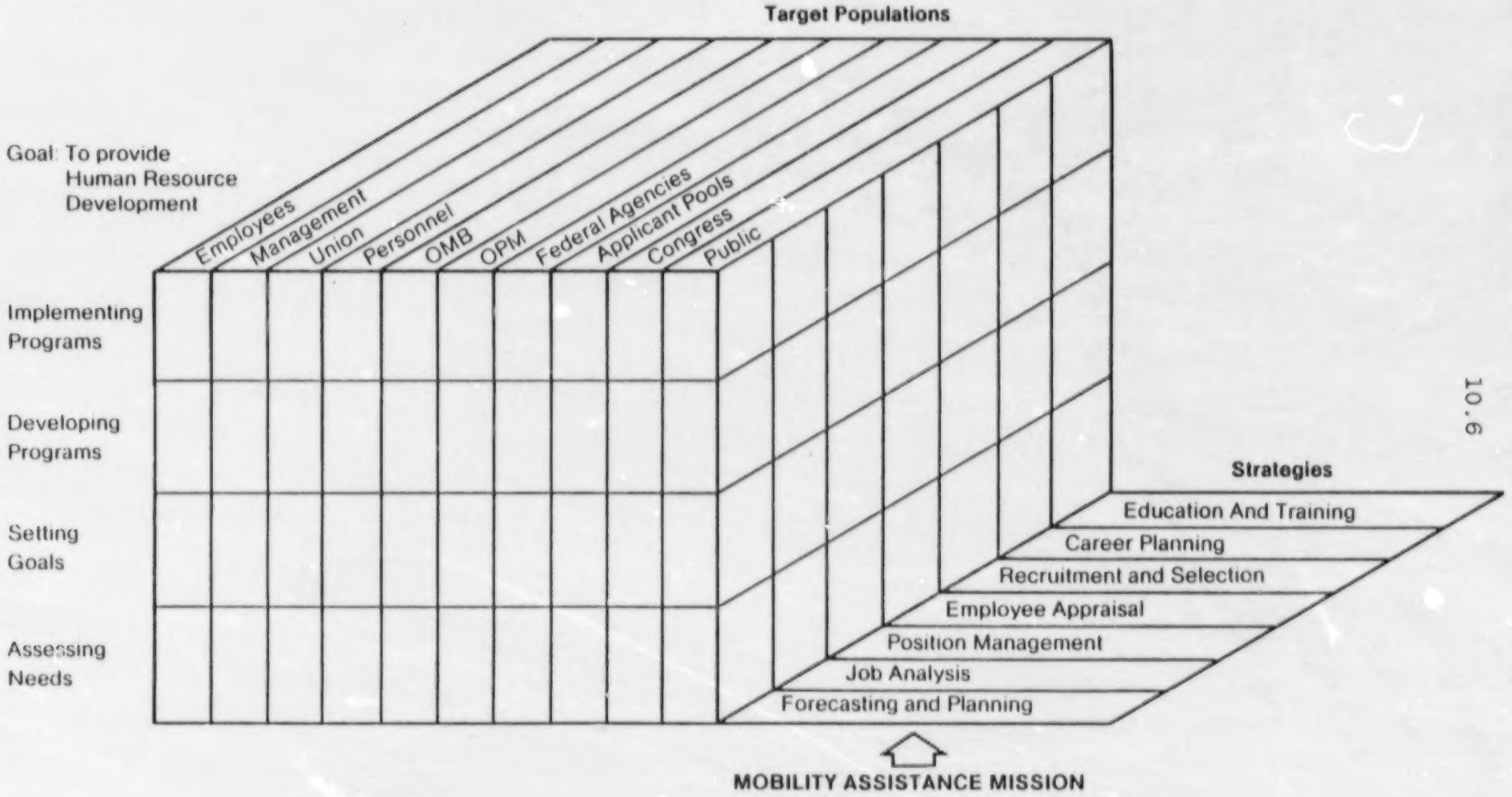
Figure 10-1 presents the dimensions of this mission.

TABLE 10-1. A SUMMARY OF RECOMMENDATIONS FROM MAP COMPONENT STAFF (Continued)

COMPONENT	RECOMMENDATION
Counseling and Training Component	1. There needs to be adequate communication between employees and administration. 2. Services need to be provided in a suite for privacy. 3. Ongoing services should be provided for employees with ongoing needs. 4. All staff need to be involved in staff meetings and a support network. 5. Individual counseling time needs to be included in financial planning consultant contract. 6. A staffing specialist needs to be available for SF-171 workshop. 7. Needs of current RIF-affected employees should be tracked to enable planning for their future needs.
Career Resource Center	1. Ongoing career planning services need to be placed in HMLC. 2. More planning time is needed.

FIGURE 10-1: HUMAN RESOURCE DEVELOPMENT MISSION



RECOMMENDATIONS

Human Resource Development

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